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16 APR 1987

MEMORANDDUM FOR: Human Resources Modernization
and Compensation Task Force

FROM:

Chief, Position Management
and Compensation Division

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SUBJECT: Transmittal of Occupational Panel Products

The attached material has been prepared by the seventeen occupational panels representing seventeen occupational families, comprising approximately 60% of the total CIA General Schedule employees. The occupational panels convened over the past several months to discuss the topics of job evaluation, performance appraisal, and career development for their occupation. The attached material is the end product of those discussions. This material represents a substantial investment in time and effort on the part of the occupational panels to identify the relevant issues, concerns, and recommendations on the design of a human resource system which includes the integration of a viable Pay for Performance system within the CIA.

This information is presented for the benefit of and use by the Human Resources Modernization and Compensation Task Force. The total material from each occupational panel has been assembled into the five major sections identified below. A few panel reports may appear incomplete; this is largely due to the occupational panels not originally organizing their final product as it is assembled here. Please disregard all page numbers and markings. The documents also range in classification from AIUO to SECRET; in the interest of security, all material should be handled as SECRET.

1. Introduction: Contains general information and comments on the conduct of the panel and issues/concerns the panel members shared on the various topics of discussion.

2. Chart: Contains a graphic representation of the recommended job structure developed by each of the occupational families.

3. Position Descriptions: The Position Descriptions's contain a detailed analysis of each job level defined by the occupational panel. The panel members utilized the normal compensable factors to identify the attributes an employee would need to possess to achieve promotion to the next higher level.

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4. Performance Appraisal: This section is devoted to comments by the panel members on the subject of performance appraisal and its relation to Pay for Performance. Also contained within this section are the key dimensions and tasks identified for each occupational level.

5. Career Development: Contains general comments by the respective panels on the issue of career development and its related topics of training, promotion criteria, and qualifications for promotion.



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C O N F I D E N T I A L

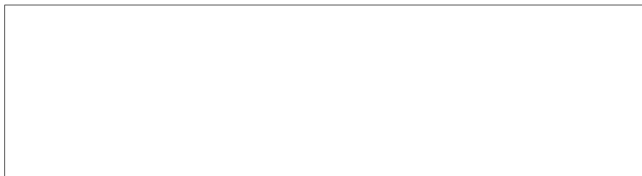
16 March 1987

MEMORANDUM FOR: Human Resource and Compensation Task Force
FROM: The Budget and Finance Occupation Panel
SUBJECT: Job Evaluation and Compensation Project

Introduction

1. The Budget and Finance Occupational Panel met during the period 5 January to 4 February 1987. Its mission was to analyze and define the parameters of the occupations in the GS 504 series titled Budget and Finance Officer, Finance Officer, and Budget and Finance Assistant. We also examined other positions currently staffed by Finance Officers on a rotational basis.

2. Panel members include:



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3. The principal PMCD representatives who assisted the panel were:



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Panel Activities and Findings

1. The first task that the panel tackled was the consideration of how many occupations were represented in Finance and whether a dual track was necessary to provide for both specialists and managers. We looked at nearly every Finance position to determine how it might convert. After more



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